

**Energy Point
Consulting**CLARITY
OUT OF CHAOS

INTRODUCING VOICE: THE PRACTICAL PLAYBOOK

Every professional has lived through at least one implementation that didn't go as planned. The system went live, or didn't, and the team was left asking the same questions: Why did this take so long? Why is no one using it the way we designed it? Why does the data still not look right?

The answers are almost always the same. Not enough structure up front. Too many assumptions. Too little alignment. Change treated as a training event rather than a sustained effort.

After working through more than 50 technology initiatives from both within industry and as consultants, we developed the VOICE framework, not as theory, but as a structured response to the patterns we kept seeing go wrong. VOICE stands for Vision, Objective, Implementation, Change & Adoption, and Endurance. Each element addresses a specific failure point. Together, they form a sequenced playbook for getting implementations right the first time.

"Every successful implementation has a VOICE. Not just from leadership — but from the data, the process, and the people doing the work every day."

Britanni Rutledge · Chief Analytics Officer, Energy Point Consulting

WHY A FRAMEWORK? BECAUSE PATTERN MATTERS.

The most common mistake we see is organizations treating each implementation as a unique problem. They assemble a team, pick a vendor, set a go-live date, and begin. What gets skipped is the structured thinking that should happen before any of that: What are we actually trying to achieve? Is everyone aligned on that? Is the data ready? Do the people who have to use this system understand why it's changing?

When those questions go unanswered, the project doesn't fail at go-live, it fails at the beginning. Gartner estimates that 70% of ERP implementations fail to meet their objectives, and the leading cause is almost never the platform. It's the absence of the foundational work that should precede it.

Holly Frankenfield & Britanni Rutledge

Chief Transformation Officer & Chief Analytics Officer · Energy Point Consulting

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VOICE gives that foundational work a structure. It creates a common language across the groups that are almost always pulling in different directions on these projects, and a clear sequence for doing the right things in the right order.

VISION: DEFINE WHERE YOU'RE GOING

Vision is where everything begins...and where most projects already start to drift.

Vision is not "we need to get off the old system." That's a trigger, not a vision. A real vision defines the business outcome: What does clean reliable data look like? What does real-time reporting enable? How does automation change the way we operate?

It also means alignment at the leadership level before a single requirement is written. In a land system implementation for example: are Land, Operations, Accounting, and IT defining the same things — sites, wells, interests — the same way? If not, those inconsistencies will surface later as data problems, configuration rework, and scope disputes.

Without that conversation, every group arrives at the project with a different definition of success and the project inherits that misalignment. The organizations that get it right take the time to lay the groundwork upfront: defining future-state workflows, data standards, and reporting expectations before anyone accesses the system.

OBJECTIVE: KNOW YOUR WHY

Objectives are your why. They give teams the context they need to make consistent decisions throughout a project that will, without exception, get complicated.

In that same land example, objectives might include: reducing acquisition integration time, eliminating payment suspense, improving audit readiness, or increasing trust in ownership data. The specifics matter less than the fact that they're shared and understood across all groups.

Too often go-live becomes the only objective and the go-live date overtakes outcomes. Balancing business outcomes, data quality, and adoption success as co-equal goals from the start of the project prevents this. It also provides something most project teams lack: a shared test of whether a decision is right when priorities conflict mid-project.

IMPLEMENTATION: BUILD IT RIGHT

Implementation is where most teams move too fast. They jump straight into configuration before fully understanding their data or their processes...and that's where decisions either support or break the vision.

Implementation in VOICE means three things: data structure decisions, process alignment, and integration strategy; all addressed before configuration begins. This means profiling data early, defining standards before migration, cross-department collaboration on business processes, and designing configurations that reflect how departments actually operate rather than how someone assumes it does.

The most expensive phrase in implementation is "we'll clean it later." It doesn't happen. Data that goes in dirty comes out dirty, and the cleanup becomes a second project.

CHANGE & ADOPTION: MAKE IT STICK

Change and Adoption is the most underestimated element in any implementation and the most frequently shortchanged.

The default approach is a training session before go-live. But training is not adoption. Adoption is behavior change; and behavior change requires sustained, intentional effort from the beginning of the project through months after go-live. Prosci research shows that only 13% of organizations with poor change management meet or exceed their project objectives. Active and visible executive sponsorship has ranked as the single greatest contributor to change success in every Prosci benchmarking study since 1998, consistently cited more than any other factor.

The organizations that get it right treat change as a discipline that runs the full length of the project. Identifying who is impacted and how deeply, listening to what resistance is telling you about what's missing, and delivering communications and training that actually reach people...that combination is what separates implementations that stick from those that don't.

13%

of organizations with poor change management meet their project objectives

Prosci (Anderson, 2025)

#1

Active and visible executive sponsorship — ranked greatest contributor to change success every year since 1998

Prosci Benchmarking Studies

ENDURANCE: SUSTAIN THE VALUE

Endurance is the element most organizations don’t think about until it’s too late. The project team disbands. The system is live. And quietly, things start to slip.

Endurance means clearly defined data ownership, an active governance structure, and ongoing monitoring that catches issues before they compound.

Go-live is not the finish line. It’s the starting line. Organizations that treat it as the end of the project don’t just lose the value of their investment; they create a future problem.

THE SEQUENCE IS THE POINT

What makes VOICE work is not any individual element, it’s the sequence and timing. Vision before Objectives. Objectives before Implementation. Change & Adoption running in parallel from the start. Endurance planned before go-live. Skip Vision and teams build toward different destinations. Skip Objectives and you optimize for the wrong things. Rush Implementation and the data never catches up. Skip Change & Adoption and you get a system no one uses. Ignore Endurance and the value you built degrades the moment the project ends.

In the articles that follow, we go deeper on each element: what it looks like in practice, what goes wrong without it, and what it takes to get it right.

ABOUT THE AUTHORS



Holly Frankenfield
Chief Transformation Officer

A results-driven leader with 25 years in Oil & Gas, Holly has led small to large-scale system and data implementations as well as business transformation efforts across Anadarko Petroleum, Chesapeake Energy, Equinor, and Vital Energy. She brings the change management depth and operational credibility that turns ambitious digital initiatives into measurable business outcomes.



Britanni Rutledge
Chief Analytics Officer

A forward-thinking analytics leader, Britanni has driven transformational impact in the energy sector by leading multi-billion-dollar data conversion initiatives, building scalable analytics frameworks, and delivering data-driven strategies that improve decision-making, reduce risk, and create measurable operational and financial efficiencies.

ABOUT ENERGY POINT CONSULTING

Energy Point Consulting empowers organizations across industries to accelerate digital transformation: selecting and implementing the right software, automating workflows, and embedding best practices. Through organizational change management and business transformation services, we ensure technology investments are adopted, trusted, and sustained. By building and leveraging scalable, integrated systems and data-driven visibility, we deliver process efficiency, compliance readiness, and real-time insights that enable strategic decision-making and sustainable performance.

Learn more at www.energypointllc.com

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